



APPLIES TO ACADEMIC YEAR 2012/2013

GRA 8156 Strategy

Programme

Executive Master of Business Administration (EMBA) in Energy Management, Executive Master of Business Administration (EMBA) in Shipping - Offshore and Finance

Responsible for the course

Lars Huemer

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

5

Language of instruction

English

Introduction

Why are some firms more successful than others? This is the central question in strategy. In order to address this question, we need to understand both the firm and its environment. An in-depth understanding of how resources and activities explain the competitiveness of firms is the aim of internal strategy analysis. The purpose of external analysis is to analyze how external factors influence the strategies of firms. The information obtained from external and internal analyses are synthesized in a SWOT framework, which may be a fruitful tool when making strategic decisions.

The international dimension is an increasingly important aspect of firms' internal functioning as well as being a core part of their environment. International Strategy concerns the implications of an ever more global world for strategy. Strategy Process finally concerns the interplay between strategic and organizational change (and stability), the scope and magnitude of such change, and how these processes are implemented under certain circumstances.

Learning outcome

Acquired knowledge:

By the end of this module the students should be able to:

Perform both internal and external strategy analyses and utilize the data in making strategic decisions
Have a basic understanding of value configuration analysis

Acquired skills:

Be able to perform resource and activity analyses
Be able to consider multiple perspectives on strategy process

Reflection:

Understand the use, role and limits of the SWOT framework in the strategy process.

Be able to reflect on the challenges following on globalization and the necessity of both bottom-up and top down implementation approaches.

Prerequisites

Bachelor degree or equivalent, and at least 4 years of work experience, managerial experience and good to excellent written and oral knowledge of the English language. All deliverables will be in English.

Compulsory reading

Books:

de Wit and Meyer. 2010. . Strategy - process, content, context - an international perspective. 4th ed. Thomson. Selected chapters

Articles:

Barney J. 1991. Firm resources and sustained competitive advantage. Journal of Management, 17(1). 99-120

Ghemawat, P. 2007. Managing Differences: The Central Challenge of Global Strategy.

Harvard Business Review, March. 59-68
Porter M. 1996. What is strategy?. Harvard Business Review, 74(6). 61-78
Porter M. 2008. The five competitive forces that shape strategy. Harvard Business Review, 86(1). 78-93
Stabell, C. and Fjeldstad, Ø. D. 1998. 1998. Configuring value for competitive advantage: on chains, shops and networks. Strategic Management Journal, 19(5).. 413-437

Recommended reading

Course outline

The strategy module builds on the following themes:

- Introduction to Strategic Management
- Internal and External Strategy Analysis
- International Strategy
- Strategy Process

Computer-based tools

None

Learning process and workload

The lectures will be based on the listed articles (in addition to the text book):

All participants are expected to read the following cases in advance of the session:

- Exel Plc. Supply Chain Management at Haus Mart
- Marketing at Wachtel...
- Harley Davidson
- Strategic Management at Zhujiang iron and steel company
- Li Ning

Specific case assignments will be given in class.

Examination

The students are evaluated through an individual Case analysis. The deadline for delivery is three weeks after the end of the module.

Examination code(s)

GRA 81561 - Course paper; accounts for 100 % to pass the program GRA 8156, 5 ECTS credits

The course is a part of a full Executive MBA and all evaluations must be passed to obtain a certificate for the degree.

Examination support materials

Re-sit examination

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

Additional information